MHS Requirements Process

Gary Corrick

TMA/Information Management

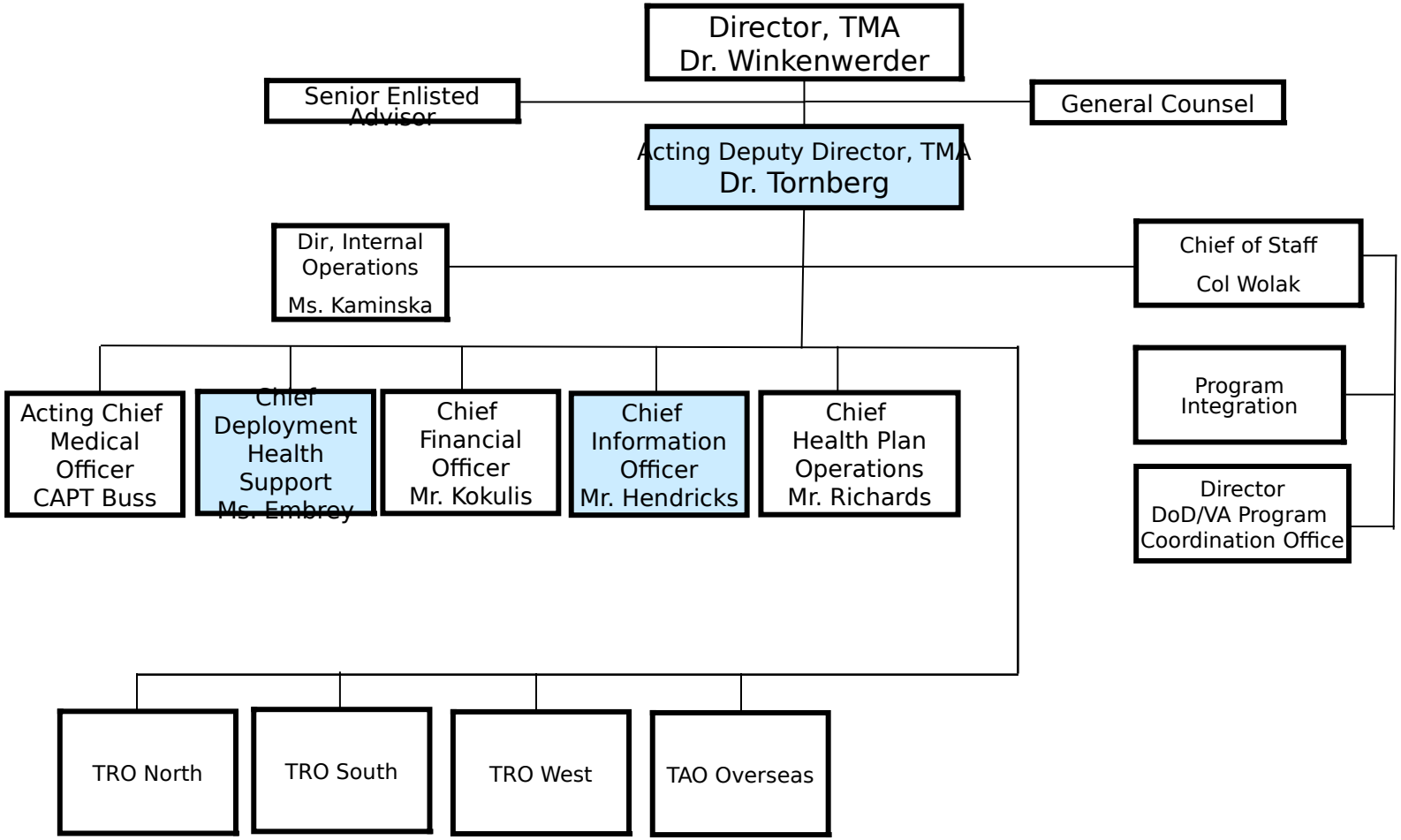
Overview

- TMA Chain of Command
- IM Requirements Development Process
- Requirements Process in Relation to MHS Funding of IM/IT Projects
- JESWG Role in the Requirements Process

TRICARE
TRICARE Management Activity

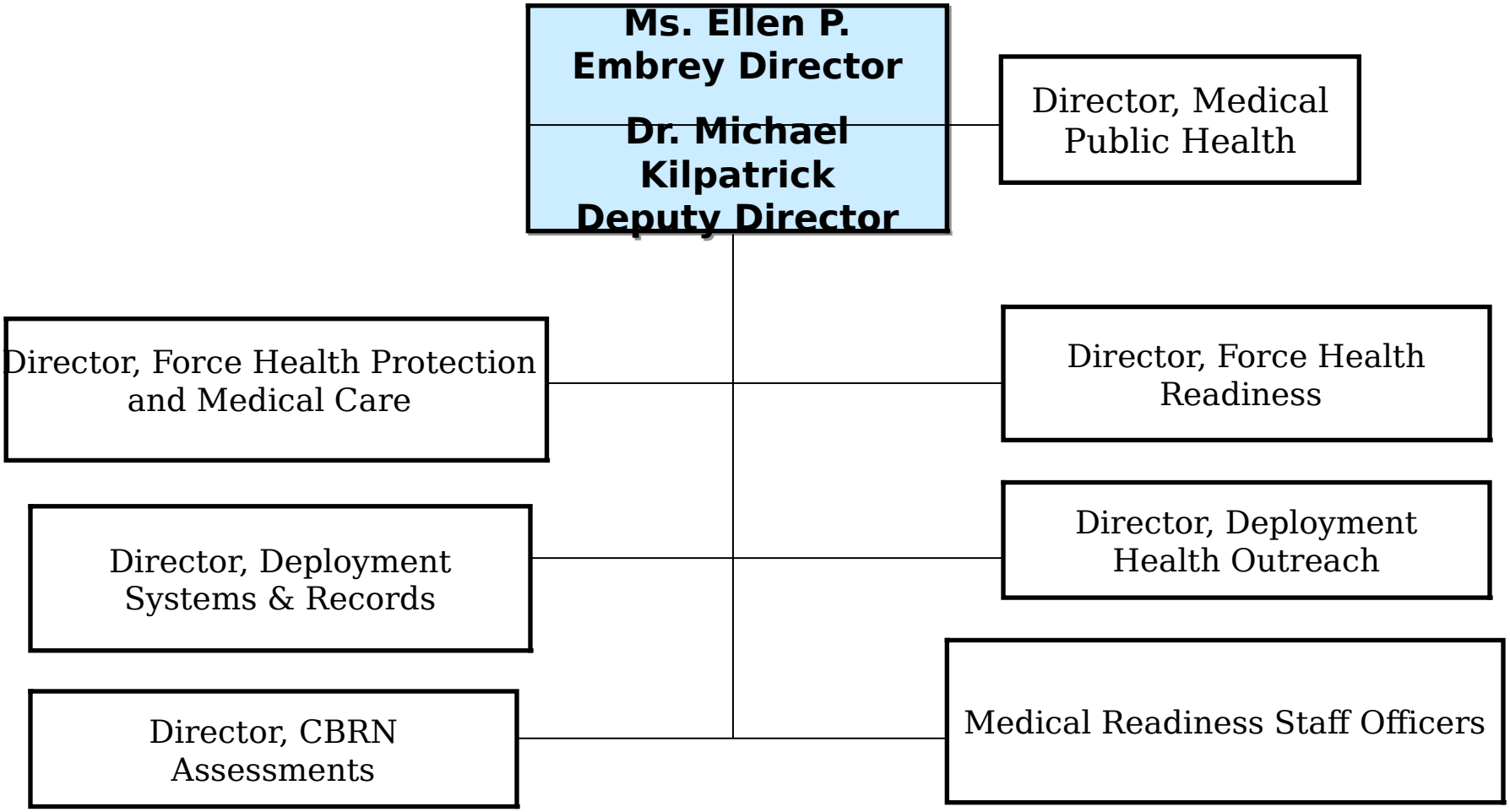
TMA Chain of Command

Organizational Structure
TRICARE Management Activity

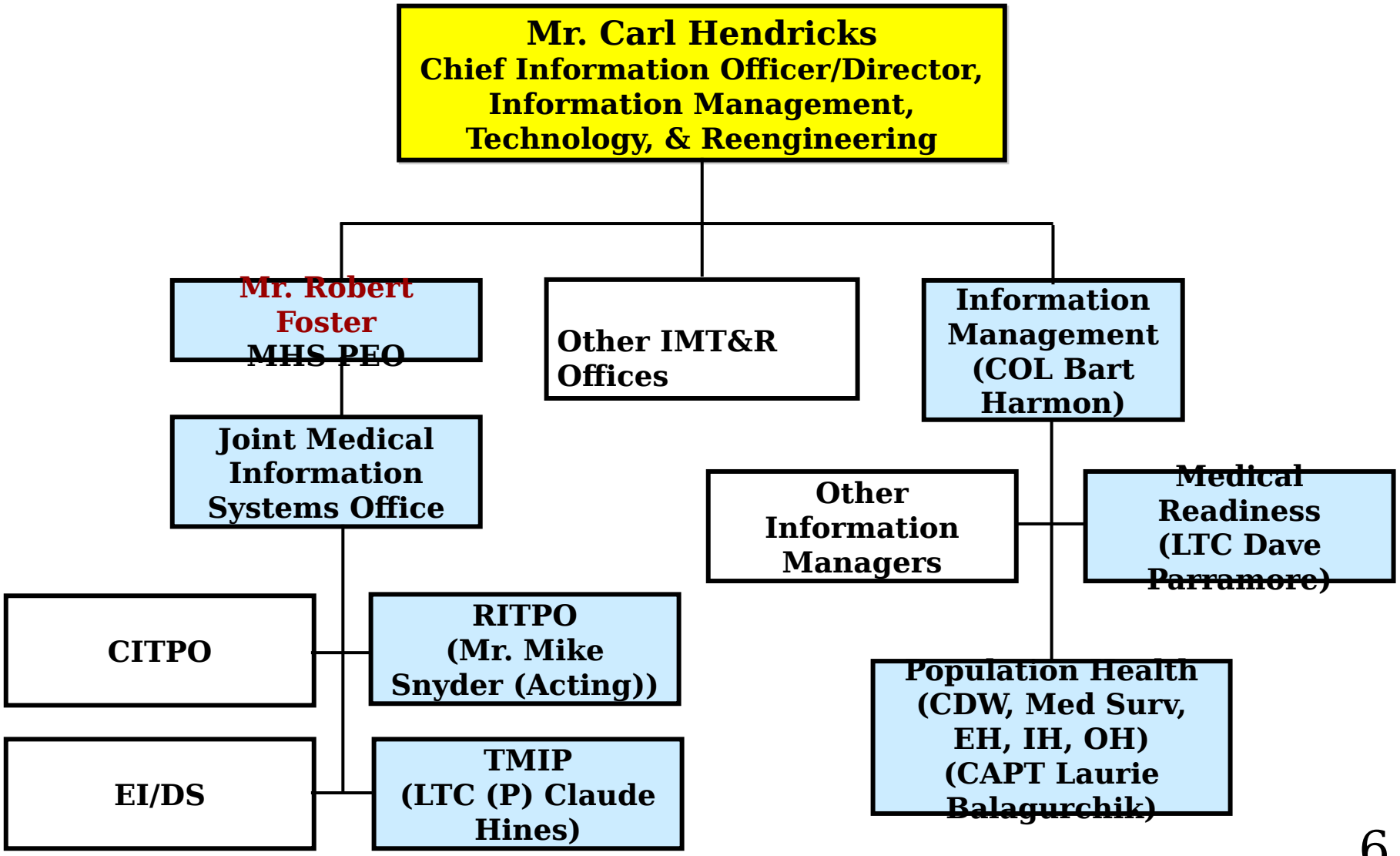


Office of Chief of Deployment Health Support

Deployment Health Support Office


Ms. Ellen P. Embrey Director
Dr. Michael Kilpatrick Deputy Director
Director, Medical Public Health
Director, Force Health Protection and Medical Care
Director, Force Health Readiness
Director, Deployment Systems & Records
Director, Deployment Health Outreach
Director, CBRN Assessments
Medical Readiness Staff Officers

Office of Chief Information Officer

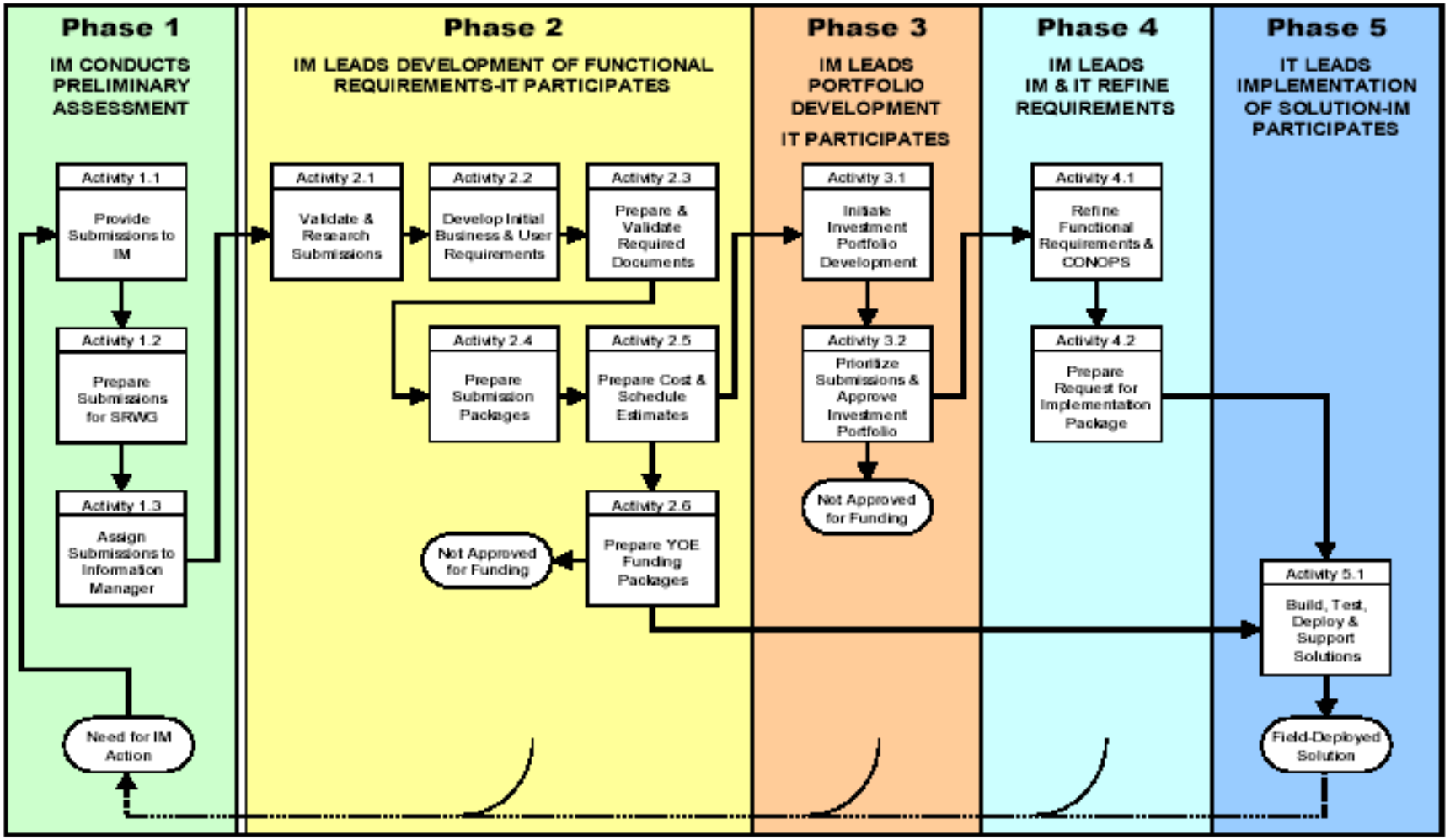

Mr. Carl Hendricks
Chief Information Officer/Director, Information Management, Technology, & Reengineering
Mr. Robert Foster
MHS PEO
Other IMT&R Offices
Information Management (COL Bart Harmon)
Joint Medical Information Systems Office
Other Information Managers
Medical Readiness (LTC Dave Parramore)
CITPO
RITPO (Mr. Mike Snyder (Acting))
EI/DS
TMIP (LTC (P) Claude Hines)
Population Health (CDW, Med Surv, EH, IH, OH) (CAPT Laurie Balagurchik)

TRICARE
TRICARE Management Activity

IM Requirements Process

TRICARE
Management
Activity

IM RDP



IM RDP Phase 1

- IM Conducts a Preliminary Assessment of issue submissions
  - IM/IT issues provided to IM
  - Submission Review Work Group (SRWG) reviews and assigns to an Info Manager

IM RDP Phase 2

- Development of Functional Requirements
  - Info Managers research IM/IT issues
  - Develop initial requirements
  - Prepare and validate requirements documents
  - Pass requirements to JMISO for cost and schedule estimates

IM RDP Phase 3

- Portfolio Development (POM)
  - Initiate Investment Portfolio development
  - Prioritize requirements and approve investment portfolio (MHS POM Development Process)

IM RDP Phase 4

- Refine Requirements
  - Refine functional requirements and develop user Concepts of Operations (CONOPS)
  - Prepare Request for Implementation Package

IM RDP Phase 5

- Implementation of Solution
  - Build, test, deploy and support IT solution

New Requirements Priorities

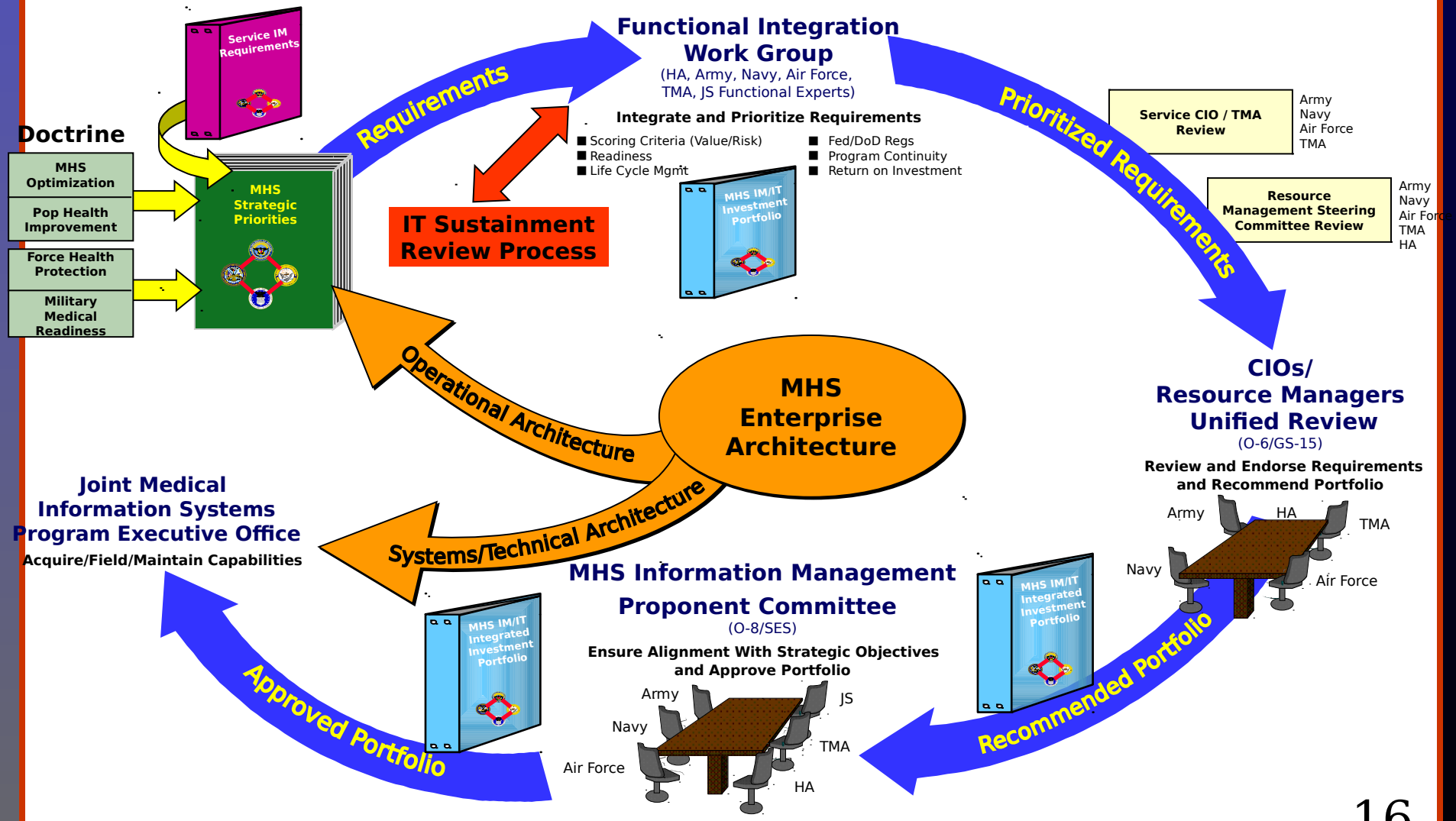
New Requirements that are prioritized “High”, are forwarded directly to JMISO for possible “year of execution” funding and development. If no funding is a available, they are designated “UFRs” but placed at the top of the list of possible end of year funding.

Submission Priority	*Definition*
High	(Jeopardizes patient safety, information security, or other requirement designated “critical”. –or– Adversely affects technical, cost, or schedule risks to the project.) - AND - No work-around exists.
Medium	Prevents or adversely effects the accomplishment of an operational or mission essential capability. Adversely affects technical, cost, or schedule risks to the project. A work-around solution is known.
Low	Results in user and operational inconvenience or annoyance but does not affect a required operational or mission essential capability. Considered “nice to have.”

MHS Funding of IM/IT Projects

MHS Central IM/IT Program Investment Portfolio Development Process

TRICARE Management Activity



Program Objective Memorandum—Budget Estimate Submission—President's Budget—Annual Execution

MHS Portfolio Review Organizations

- Functional Integration Work Group (FIWG)
  - Action Officer work group chaired by IM and staffed by Service, Joint Staff, HA, and TMA representatives
  - Evaluate and prioritize functional requirements

MHS Portfolio Review Organizations

- IT Program Review Board (IT PRB)
  - An O-6 Sub-Committee of the MHS IMPC that is chaired by the MHS CIO and staffed by the Service CIOs, Joint Staff, PA&E, and PEO
  - Review execution of MHS IM/IT programs
  - Develop and recommend investment strategies/plans
  - Ensure effective management of assets in the IM/IT Investment Portfolio
  - Review prioritization of requirements

MHS Portfolio Review Organizations

- Resource Management Steering Committee (RMSC)
  - A TMA executive-level committee that is chaired by the PD(HB&P) and staffed by Service Financial Management representatives
  - Validate recommended prioritization in preparation for IMPC approval
  - Review proposed IM/IT Investment Portfolio after functional and technical reviews
  - Review and recommend solutions to address DHP resource management issues

MHS Portfolio Review Organizations

- Information Management Proponent Committee (IMPC)
  - An MHS senior executive-level committee that is chaired by the MHS CIO and staffed by DASD(C&PP), DASD(HB&FP), DASD(FHP&R, the Service Deputy Surgeons, and the Joint Staff J-4
  - Define and approve the MHS IM/IT Investment Portfolio
  - Oversee IM/IT programs, policies, standards, and associated business process change initiatives

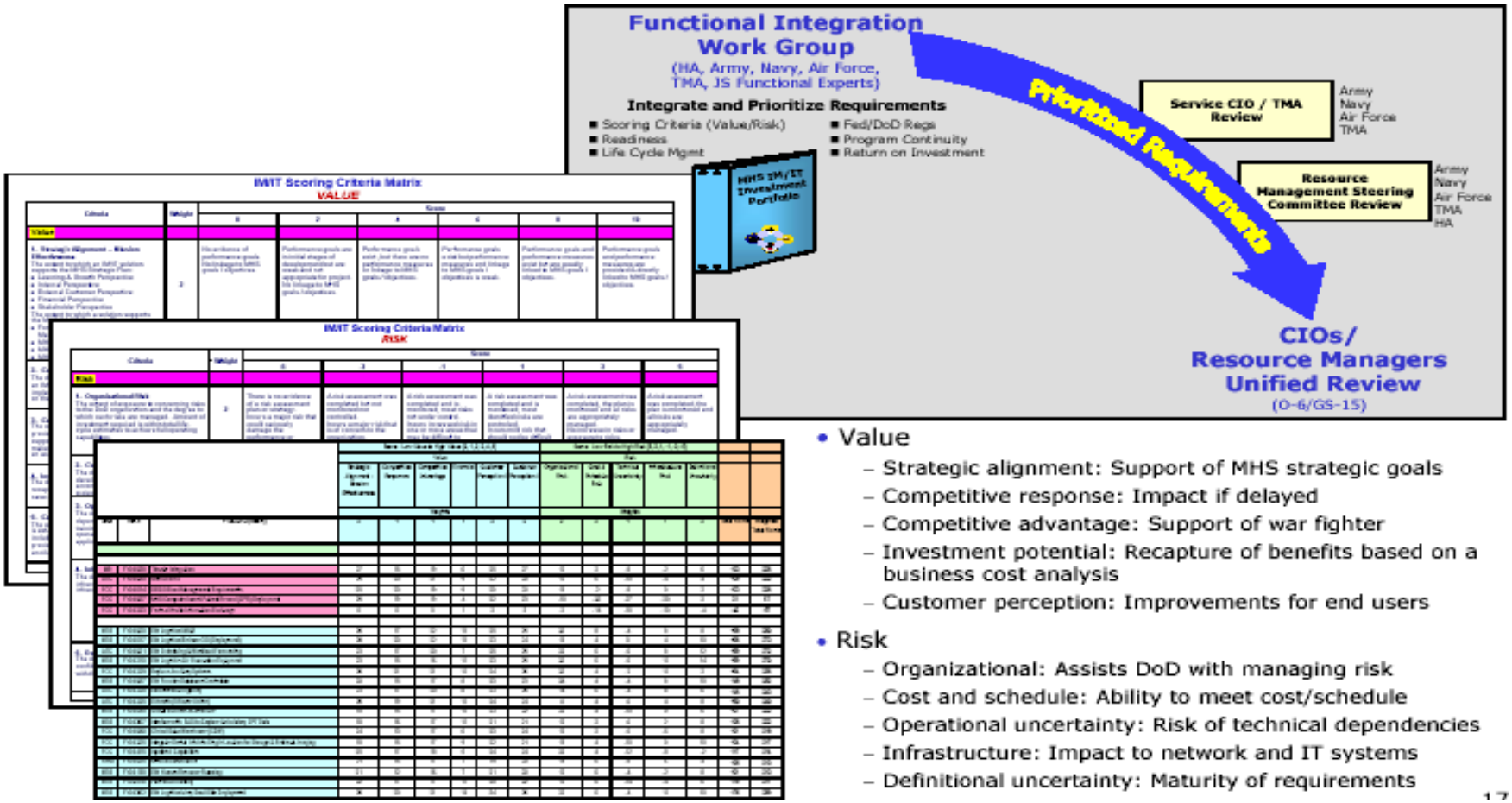
Requirements Description Sheet (RDS)

- Each major funding capability is documented on a RDS
- Here is a summary of RDS contents:
  - Ownership (e.g., IM Lead, Functional Sponsor, Program Office Lead)
  - Functional Requirements (high level requirements)
  - Strategic Alignment (map to specific MHS Strategic Plan goals and objectives
  - Regulatory Drivers

Requirements Description Sheet (RDS)

- RDS Contents (Continued)
  - Benefits
  - Operational Impacts
  - Dependencies
  - Project Life Cycle
  - POM Funding Profile
  - Operational Architecture Views

FIWG Prioritizes the RDS'



- Value
  - Strategic alignment: Support of MHS strategic goals
  - Competitive response: Impact if delayed
  - Competitive advantage: Support of war fighter
  - Investment potential: Recapture of benefits based on a business cost analysis
  - Customer perception: Improvements for end users
- Risk
  - Organizational: Assists DoD with managing risk
  - Cost and schedule: Ability to meet cost/schedule
  - Operational uncertainty: Risk of technical dependencies
  - Infrastructure: Impact to network and IT systems
  - Definitional uncertainty: Maturity of requirements

FIWG Scoring Rules

- Value (each item is scored 0-10)
  - Strategic Alignment/Mission Effectiveness (weight = 2)
    - The extent to which an IM/IT solution supports the MHS Strategic Plan
    - The extent to which an IM/IT solution supports the IM/IT Strategic Plan
  - Competitive Response (weight = 1): Failure to provide the solution will have a negative impact on the organization

FIWG Scoring Rules

- Value (Continued)
  - Competitive Advantage (weight = 1): IM/IT solution provides a unique advantage to supporting war fighters or DoD
  - Investment Potential (weight = 1): Amount of cost savings
  - Customer Perception (weight = 2): The extent to which customer satisfaction is established.

FIWG Scoring Rules

- Risk (scored -5 to 5)
  - Organizational Risk (weight = 2): Extent of risk to the DoD Organization
  - Cost and Schedule Risk (weight = 2)
  - Operational Uncertainty (weight = 2): Hardware dependencies, software dependencies, and training requirements
  - Infrastructure Risk (weight = 1)
  - Definitional Uncertainty (weight = 1): Degree of uncertainty placed in the confidence of the requirements

FY08 Full Year POM Review Schedule

Event												
								2006				
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
IM (Portfolio Development - Reqs and Op Arch)	1 JUN - 31 AUG											
IM/IT Portfolio Management Review					26 OCT – 7 NOV							
IT (Portfolio Costing)						8 NOV – 6 JAN						
Independent EA and ROI					21 OCT – 16 FEB							
JMISO Internal Baseline Sustainment Scrub						14-18 NOV						
Sustainment Review Work Group meeting							12-16 DEC					
JMISO Capability Cost Reviews and Corrections								16 JAN – 3 FEB				
FIWG (Portfolio Functional & Technical Review)									20 FEB – 3 MAR			
FIWG POM Capability Recommendations										6-17 MAR		
Brief to PRB										20 MAR – 5 APR		
Brief to RMSC											6-14	
Brief to IMPC											17 - 25	

JESWG Role in the Requirements Process

JESWG Role

- Develop high level requirements for the RDS
- Once funding is approved, develop the detailed requirements and CONOPS

EH High Level Requirements for FY08 POM (RDS 11, Population Health)

1. The system shall capture all data to manage, document and report environmental health surveillance activities and exposures.

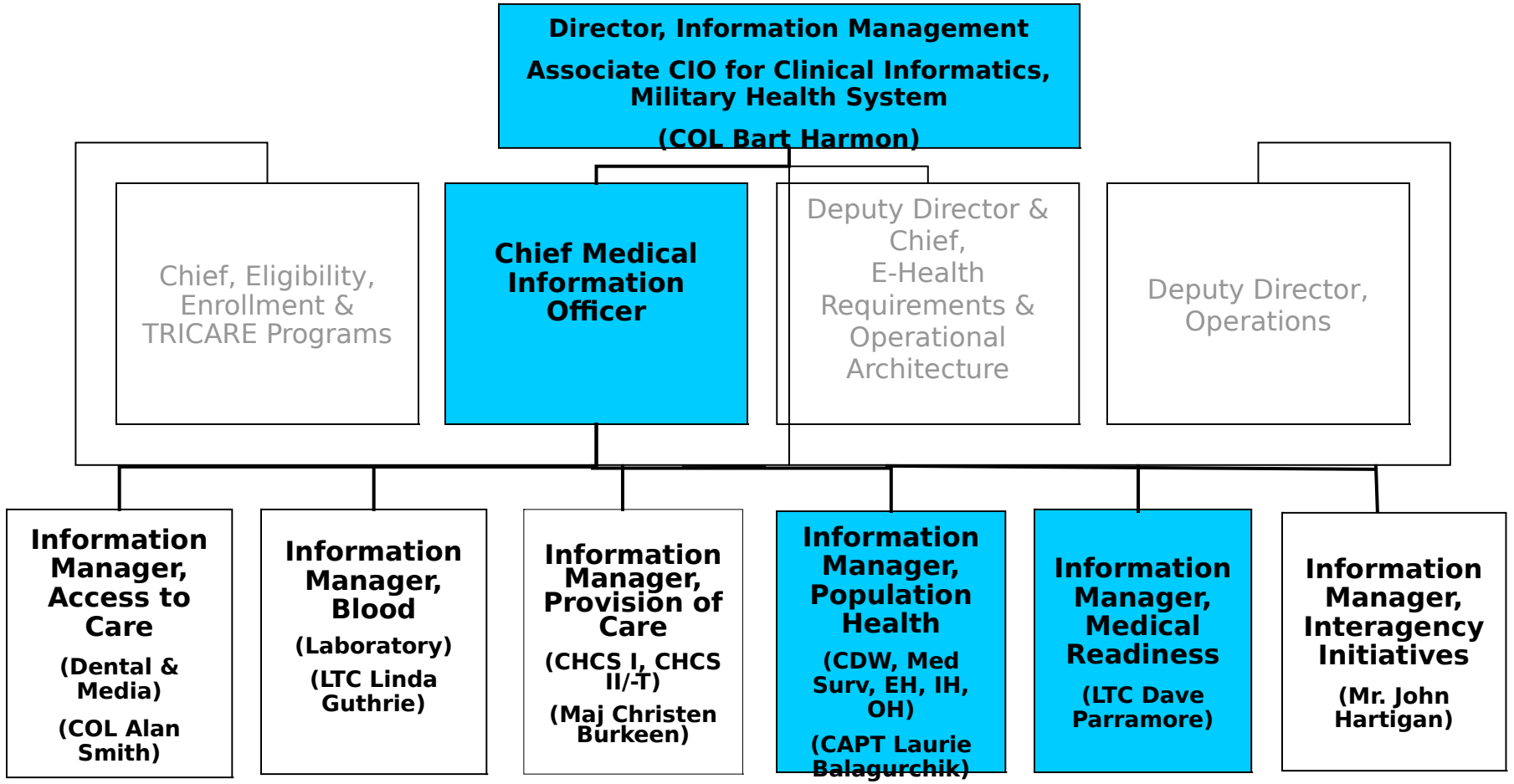
2. The system shall capture all data required to manage; document and report all preventive medicine surveys conducted during military deployments and allow pertinent data to be transferred automatically between surveys.

3. The system shall capture a chronological log of critical and one-time/transient incidents/events.

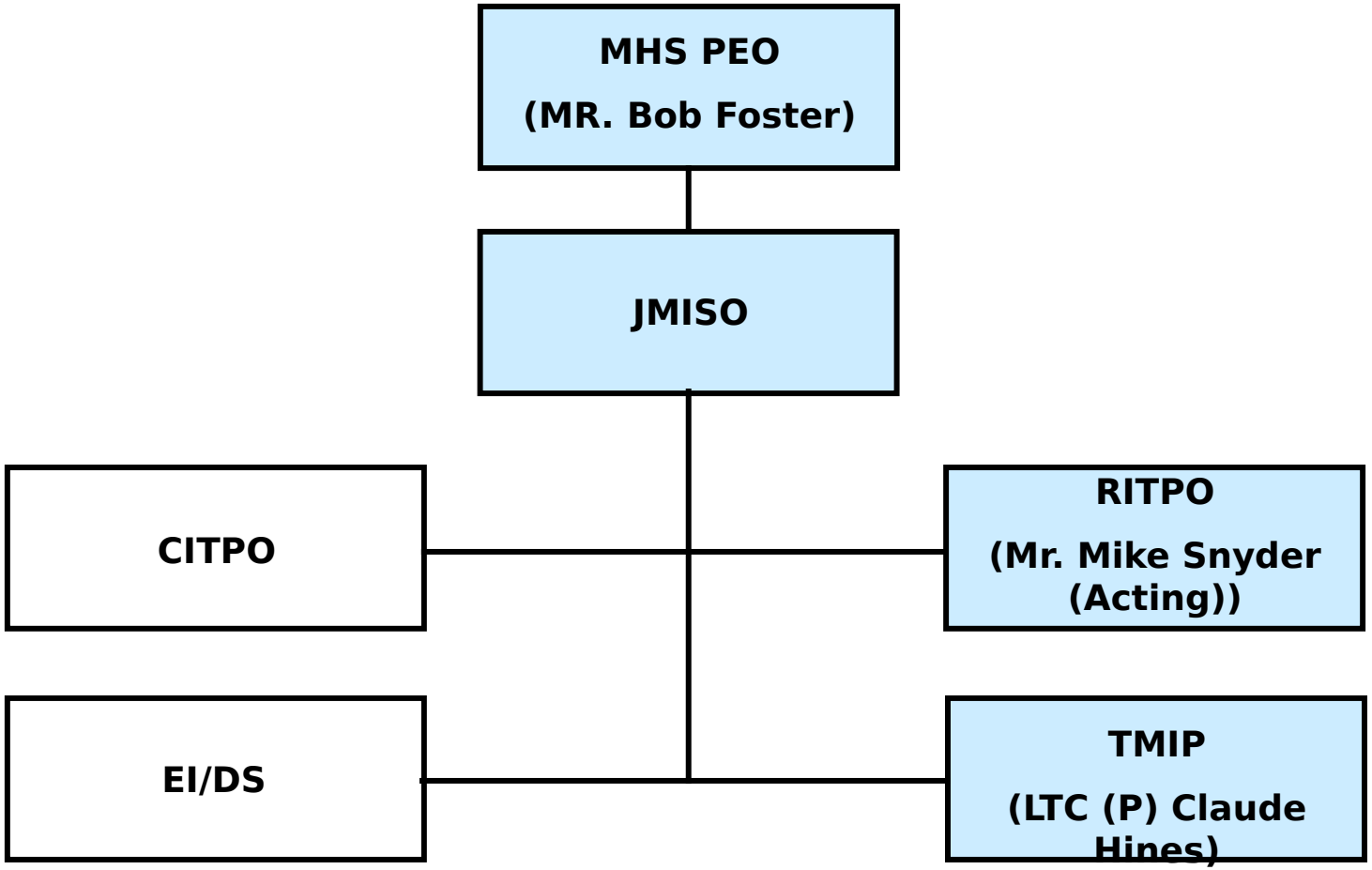
4. The system shall allow data to be shared across DOEHRS and other TMA /TMIP systems, provide graphical representation of data in DOEHRS and display in a GIS format according to corresponding layers.

Backup Slides

Information Management Organization Chart


Director, Information Management
Associate CIO for Clinical Informatics, Military Health System
(COL Bart Harmon)
Chief, Eligibility, Enrollment & TRICARE Programs
Chief Medical Information Officer
Deputy Director & Chief, E-Health Requirements & Operational Architecture
Deputy Director, Operations
Information Manager, Access to Care
(Dental & Media)
(COL Alan Smith)
Information Manager, Blood
(Laboratory)
(LTC Linda Guthrie)
Information Manager, Provision of Care
(CHCS I, CHCS II/-T)
(Maj Christen Burkeen)
Information Manager, Population Health
(CDW, Med Surv, EH, IH, OH)
(CAPT Laurie Balagurchik)
Information Manager, Medical Readiness
(LTC Dave Parramore)
Information Manager, Interagency Initiatives
(Mr. John Hartigan)

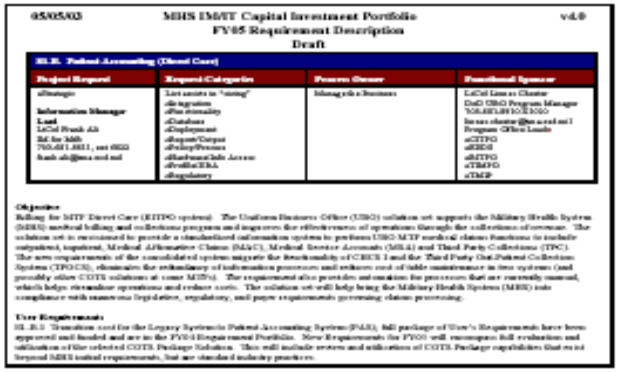
JMISO Organization Chart



TRICARE
TRICARE Management Activity

RDS View

DETAILED REQUIREMENTS



05/05/03 — MHS IM/IT Capital Investment Portfolio — FY05 Requirement Description — Draft — v4.0

Project Request	Request Categories	Process Owner	Functional Sponsor
eStrategic Information Manager Lead LtCol Frank Ali Ref for Info 703.681.8811, ext 6822 frank.ali@tma.osd.mil	List assets in "swing" eIntegration ePortfunctionality eDatabase eDeployment eReports/Output eDesktop/Process eHardware/Info Access eProfile/ERA eRegulatory	Managed as Business	LtCol Lines Cluster DoD CIO Program Manager 703.681.8810/DSN 3560 lucas.cluster@us.osd.mil Program Office Leads eCITPO eEDI3 eIMTPO eTRIPO eTMIP

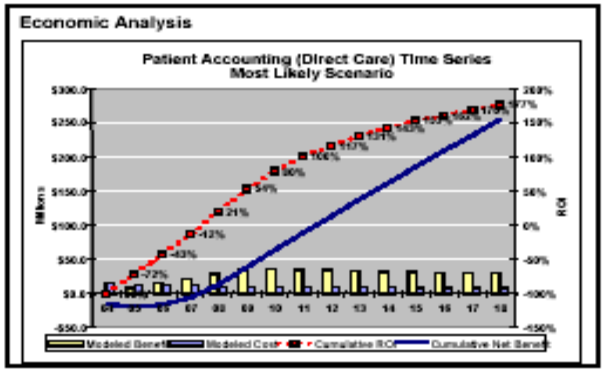
Objective

Billing for MTF Direct Care (RITPO system). The Uniform Business Office (UBO) solution set supports the Military Health System (MHS) medical billing and collections program and improves the effectiveness of operations through the collections of revenue. The solution set is envisioned to provide a standardized information system to perform UBO MTF medical claims functions to include outpatient, inpatient, Medical Alternative Claims (MAC), Medical Service Accounts (MSA) and Third Party Collections (TPC). The new requirements of the consolidated system supports the functionality of CHCS I and the Third Party Out-Patient Collection System (TPOCS), eliminates the redundancy of information processes and reduces cost of table maintenance in two systems (and possibly other COTS solutions at some MTFs). The requirement also provides mechanisms for processes that are currently manual, which helps streamline operations and reduce costs. The solution set will help bring the Military Health System (MHS) into compliance with numerous legislative, regulatory, and payer requirements governing claims processing.

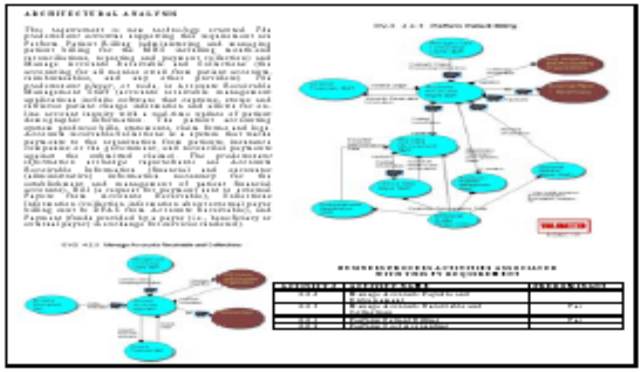
User Requirements

II. B.1. Transactions used for the Legacy Systems's Patient Accounting System (PAS), full package of User's Requirements have been approved and funded and are in the FY04 Engagement Portfolio. New Requirements for FY05 will encompass full evaluation and utilization of the selected COTS Package Solution. This will include system and utilization of COTS Package capabilities that do not beyond MHS unified requirements, but are standard industry practices.

RETURN ON INVESTMENT



LINK TO MHS ARCHITECTURE



ARCHITECTURAL ANALYSIS

This requirement is not technology oriented. The predominant activities supporting this requirement are Uniform Patient Billing, Adjudicating, and Accepting patient billing for the MHS including associated reconciliations, reporting and payment functions and Manage Accounts Receivable and Collections (the accounting for all monies owed from payer coverage, reimbursement, and any other payments). The predominant player at work is Accounts Receivable Management Staff (accounts receivable management application which defines the capture, store and release patient charge information and allows for the tracking of patient demographic information. The patient accounting system provides billing statements, claim forms and logs, documents accounts receivable in a system that tracks payments to the organization from patients, insurance companies at the government, and identifies payments against the outstanding claims. The practitioner information system registers all accounts Receivable Information (financial and operational administrative) information necessary for the establishment and management of patient financial accounts, bill (a request for payment sent to external Payers from accounts Receivable). Collection information (outgoing information about outstanding billing sent to MAC from Accounts Receivable), and Payment Funds provided to a payee (i.e., beneficiary or other) payment discharges the service rendered).

BUSINESS PROCESS ACTIVITIES ASSOCIATED WITH THIS FUNCTIONAL REQUIREMENT

NUMBER	BUSINESS PROCESS	BUSINESS ACTIVITY
4.0	Manage Accounts Receivable and Collections	
4.1	Manage Accounts Receivable and Collections	
4.1.1	Manage Accounts Receivable and Collections	
4.1.1	Establish Accounts Receivable	
4.1.1	Establish Accounts Receivable	

BUDGET/SCHEDULE

Implementation Stage

- At Deployment, an IM/IT jointly developed Post-Deployment Performance Review Plan should be provided. During the sustainment stage, the Post-Deployment Performance Review should take place (as stated in the "plan").

Business Concept	Plan	Evaluate/ Select	Modify/ Develop	Test	Deploy	Sustain
DONE	DONE	DONE	X	X	X	X

Schedule

- Concept Exploration concluded in FY02.
- Business Process approved by MHS leadership FY02.
- Market Survey and selection of solution FY03.
- Initial Operating Requirement FY04.

FY03-09 POM/Budget Profile

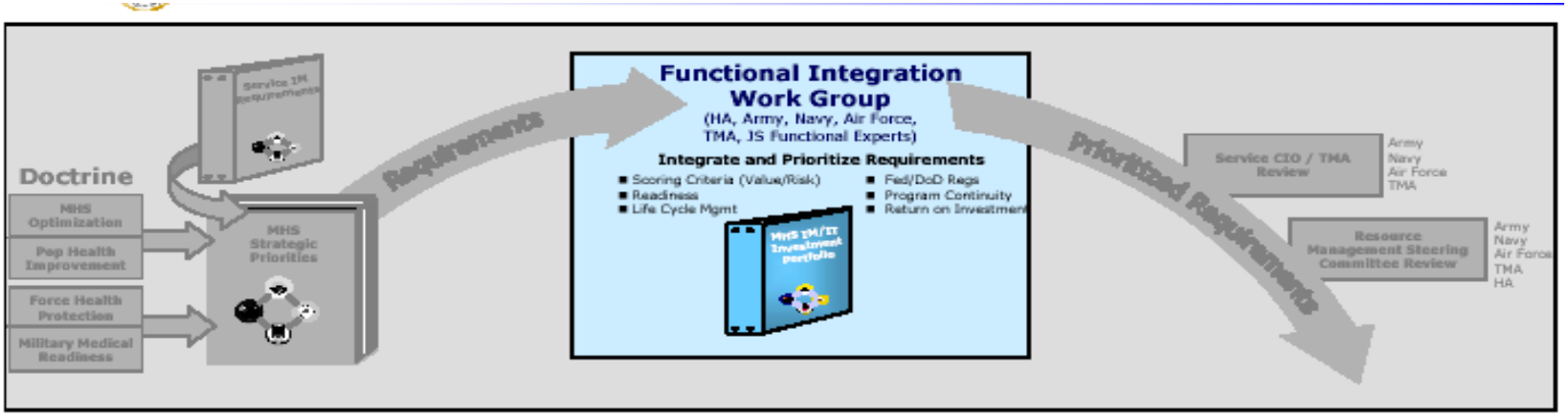
	FY03	FY04	FY05	FY06	FY07	FY08	FY09
OM	4.758	6.477	8.603	11.322	12.281	11.855	11.858
PROC	2.460	3.937	2.251	1.302	0.853	0.874	0.984
RDT&E	1.184	3.231	1.969	0.080	0.000	0.000	0.000
TOTAL	8.362	13.645	12.823	13.704	13.134	12.729	12.842

Benefits

- The UBO solution will increase claim revenue through a more efficient system and operational environment.
- Reduce cost in generating claims.
- Eliminate the cost of manually consolidating MTF financial information.
- Eliminate the cost of maintaining TPOCS.

TRICARE
TRICARE Management Activity

FIWG Process Improvements



Drivers for Change

- **OMB Capital Management Guidelines for IT-300 Displays**
- IMT&R goal to achieve CMM Level 2 Status
- FIWG WIPT Findings & Recommendations
- Self-identified opportunities for improvements to process by FIWG members

Process Improvement Activities

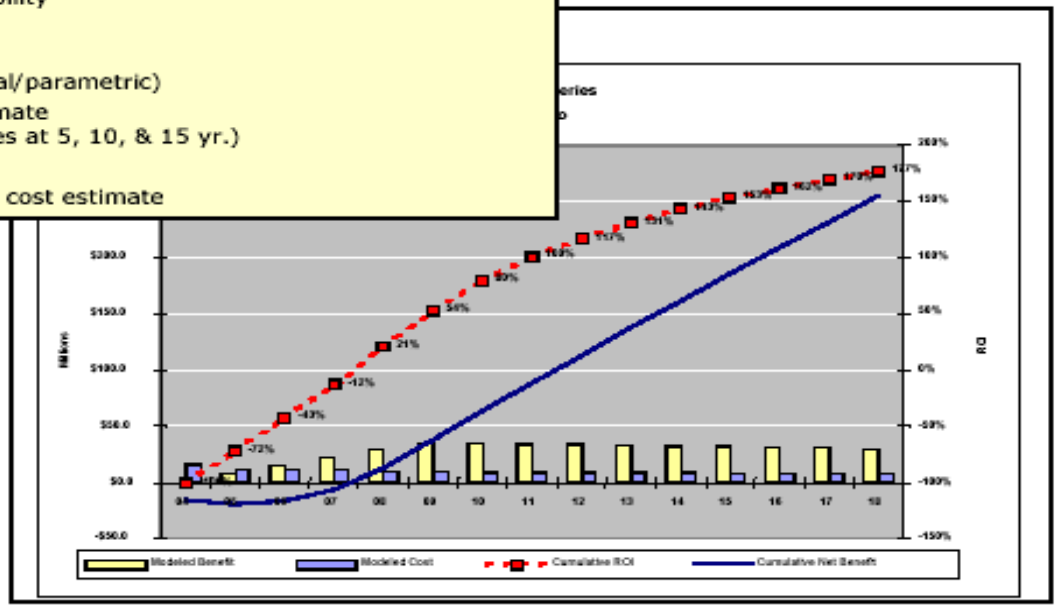
- **Alignment of Requirement Description Sheet (RDS) template with OMB Scoring Criteria**
- **Alignment of Risk/Value Scoring Tool with RDS template**
- Updated FIWG Charter
- Documentation of the FIWG process
- **Combined functional/technical portfolio review**

Economic Analysis for Each RDS

RETURN ON INVESTMENT

Economic Analysis Methodology

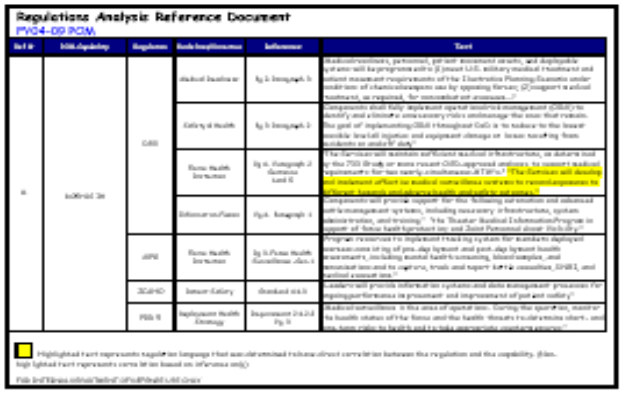
- Establish Baseline Capability
  - Assumptions: Make explicit what is necessary to achieve process improvements (identify financial, quantitative/qualitative benefits)
  - Objectives: Identify desired outcomes (e.g., efficiency, demand reduction, errors, re-admissions)
- Research prospective impacts of Capability
- Determine Capability benefits
  - Quantify annual benefits w/in MHS (e.g., case study/analogy, statistical/parametric)
  - Calculate the life cycle benefit estimate (examine life cycle benefit estimates at 5, 10, & 15 yr.)
- Calculate ROI and other EA metrics
  - Convert budget figures to life cycle cost estimate



Refined FIWG Analysis

- FIWG recommendations to improve/streamline the IM/IT portfolio prioritization process
  - Show strategic alignment for each requirement
  - Determine functional/technical/system dependencies
  - Document assumptions and show impact of decisions
- New tools developed to meet FIWG needs

REGULATORY DRIVERS



DEPENDENCY ANALYSIS

Sequencing Dependencies

- Identify legacy systems or applications that would be limited in functionality if this IM/IT requirement is NOT deployed
- Identify legacy systems or applications that this IM/IT solution is dependent upon to be deployed first
- Identify dates of system convergence impacted by this IM/IT solution

TRADE-OFF SCENARIO ANALYSIS

2